

# A strategic plan to leverage education for individual, economic, cultural and social impact



## MISSION

To add distinctive and sustainable value to our students, Greece, American education, Hellenic heritage, and the global community through transformative teaching, scholarship and service

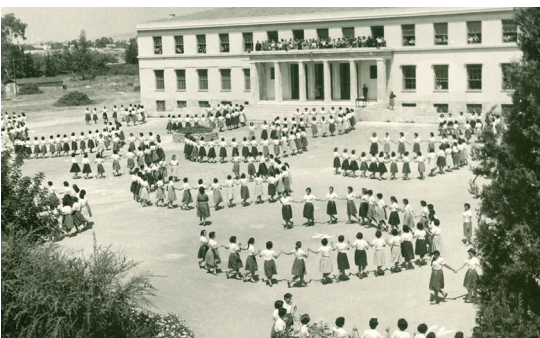
## VISION

To develop the AUG Global Campus and the ACG Athens Campus as a unique, comprehensive, US-based, US-accredited, international, education system serving students across the education spectrum, Pre-K through graduate, and across the world

## CORE VALUES

ACG and AUG are dedicated to integrating creatively:

- American education best practices
- Greece's unique intellectual and cultural heritage
- An institutional ethos of mutual respect, inclusion, responsible action, high achievement and service

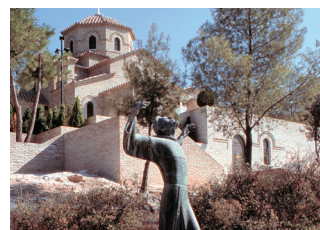


## HISTORICAL PERSPECTIVE

|         |  |      |   |
|---------|--|------|---|
| 1875    | American Collegiate Institute founded as a school for girls in Smyrna, Asia Minor by Congregational women from Massachusetts                               | 1995 | Athens Chamber of Commerce and Industry becomes third institutional member of ALBA Association  |
| 1923    | At the invitation of Prime Minister Eleftherios Venizelos relocated to Athens, Greece following the Asia Minor catastrophe                                 | 2004 | Deree College offers first graduate programs  |
| 1927    | First post-secondary courses   | 2007 | Association of MBAs (AMBA) accredits Alba MBA   |
| 1932    | Relocated to Helleniko campus  | 2008 | Institute of Global Affairs   |
| 1936    | Renamed Orinda Childs Pierce College   | 2009 | Junior College teach-out; two Alba MSc programs receive EPAS accreditation  |
| 1941-44 | Operation in various Athens locations during Nazi occupation   | 2011 | Deree College begins dual degree system through validation agreement with Open University (UK)  |
| 1961    | Governing authority granted by United Church of Christ to independent Board of Trustees  | 2012 | ACG and ALBA form strategic alliance, transferring Deree graduate business programs to ALBA   |
| 1963    | Recognized by the Greek state as equivalent to public schools  | 2014 | Naming of Frances Rich School of Fine and Performing Arts for American sculptor, Frances I. Rich  |
| 1965    | Relocation from Helleniko to Aghia Paraskevi campus  | 2015 | Center of Excellence in Sustainability; AMBA accredits Alba Executive MBA   |
| 1969    | First bachelor's degrees awarded   | 2016 | Pierce International Baccalaureate Diploma Program; Institute of Public Health Greece Youth Anti-Tobacco initiative funded by Behrakis Foundation   |
| 1971    | Opening of Downtown Campus   | 2017 | Alba Graduate Business School integrated into ACG   |
| 1973    | Undergraduate division named Deree College in honor of Greek American, William S. Deree  | 2020 | Institute for Hellenic Culture and the Liberal Arts; Institute for Hellenic Growth and Prosperity (Centers of Excellence; Research, Technology, Innovation Network)   |
| 1979    | Renamed The American College of Greece   | 2022 | East Campus acquired and renovated; Pierce P-K / Kindergarten and Elementary School on East Campus; Pierce is first Greek national curriculum school with US accreditation (Middle States Association); ACG – Research Center; The American University of Greece approved by MA Board of Higher Education |
| 1981    | Deree College accredited by the New England Commission of Higher Education (NECHE)   |      |   |
| 1984    | Pierce College transitions to co-education, complying with Greek government mandate  |      |   |
| 1992    | ALBA Association founded by Federation of Greek Industries and Hellenic Management Association as sponsoring organization of Alba Graduate Business School |      |   |
| 1994    | Junior College launched at Downtown Campus   |      |   |



# ACG 150 GOALS, STRATEGIES & PRIORITIES (2022-23)



## SWOT ANALYSIS

### STRENGTHS

- ACG and AUG value proposition: affordable, American, quality education
- Greece/Athens destination appeal
- Link to US educational system
- Entrepreneurial institutional culture
- Pierce, Deree, Alba premier brand position in Greece
- Link to Greek business community
- 10-year enrollment trend: quantity, quality, diversity
- Accreditations: NECHE, MSA, AMBA, EPAS
- Campuses/facilities quality
- Financial position – unrestricted endowment
- Alumni size, placement, prominence
- High overall faculty/staff satisfaction

### WEAKNESSES

- Brand awareness, especially US
- Leadership succession depth
- US education best practice experience gaps
- Early stage culture of philanthropy

### OPPORTUNITIES

- AUG: academic, enrollment, fundraising
- Development of campuses
- Development of organizational culture
- Academic and co-curricular program evolution/expansion (Schools; majors; online; Executive Education; impact)
- Alumni and major donor engagement
- US/EU partnerships and funding (ACG-RC)
- Accreditations: AACSB (Alba/Deree), Other
- Faculty development: teaching/research; collegial governance

### THREATS

- Article 16: current limitations, future uncertainty
- Underdeveloped non-profit educational context
- Political change
- Demographic trends
- Traditional and non-traditional competition: enrollment, employment

**GOAL 1** Achieve high standards of performance across all educational programs and leverage education for individual, economic, cultural and social impact by: *strategically expanding, diversifying and enhancing educational programs; strategically growing and diversifying enrollment*

- 1.1 Advance long-term enrollment strategy: PK-12; UG/GR; F2F/online
- 1.2 Assure successful Pierce Elementary first year
- 1.3 Advance long-term PK-12; UG/GR academic plan
- 1.4 Evolve/integrate ACG 150 institutes and centers of excellence
- 1.5 Make progress on AUG, accreditations and online offerings

**GOAL 2** Cultivate a high performance, sustainable organizational culture based on transparency, mutual support, collegiality, and continuous improvement by: *enhancing collegial governance rooted in a highly functioning board, faculty and staff; assuring externally competitive and internally equitable compensation*

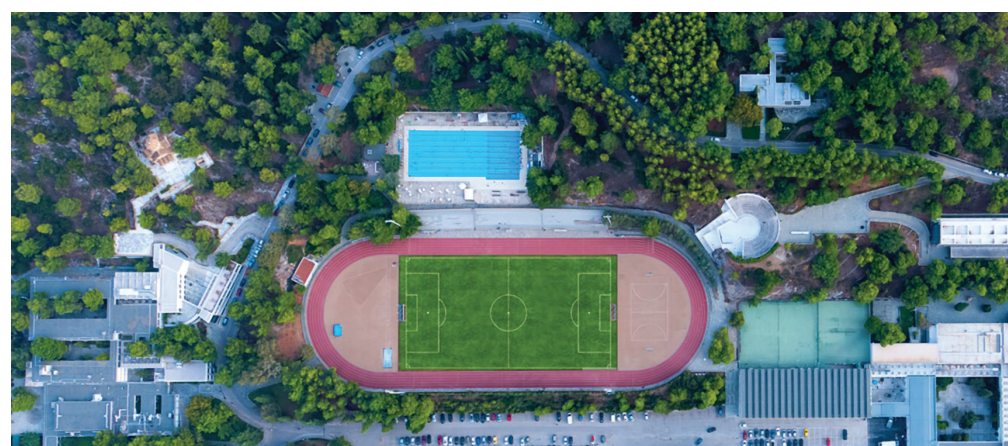
- 2.1 Gain approval for board restructure plan
- 2.2 Successfully integrate new Pierce Elementary faculty and staff
- 2.3 Implement Deree faculty development plan phase one
- 2.4 Advance leadership succession and administrative organization plans

**GOAL 3** Establish ACG's educational leadership position in Greece, broaden awareness in the Greek diaspora and build a culture of constituency engagement and philanthropy by: *investing in targeted marketing and communications, advancement (e.g. alumni, fundraising) and public affairs/public events initiatives*

- 3.1 Advance ACG 150 Campaign, including alumni engagement initiatives
- 3.2 Successfully implement brand building events in Greece and the US
- 3.3 Maintain effective communication with Greek and US governments
- 3.4 Begin sequenced conversion of ACG websites

**GOAL 4** Assure a comprehensive, sustainable financial and infrastructure model by: *diversifying revenue sources; developing and expanding physical and technological resources; strengthening financial management; implementing a comprehensive sustainability initiative*

- 4.1 Continue development of East Campus
- 4.2 Complete Residence V
- 4.3 Advance long-term campus financing plan
- 4.4 Operate within board-approved financial plan



| GOAL ONE TARGETS                          | 2012        | 2022        | 2025        | 2035        |
|---|-------------|-------------|-------------|-------------|
| UG Majors/GR Degree Programs              | 21/17       | 36/22       | 40/26       | 50/40       |
| Total Enrollment (Fall)                   | 3,687       | 7,140       | 7,400       | 10,000      |
| Pierce Enrollment (Fall)                  | 776         | 2,372       | 2,400       | 2,600       |
| UG Enrollment/FTE (Fall)                  | 2,511/2,079 | 3,982/2,991 | 4,000/3,030 | 5,000/3,750 |
| GR Enrollment/FTE (Fall)                  | 400         | 786/515     | 1,000/650   | 2,400/1,560 |
| Parallel/Study Abroad Enrollment (Annual) | NA          | 1,154/910   | 1,000/1,000 | 1,000/1,000 |
| Residential Students (Fall)               | 20          | 381         | 500         | 700         |
| New UG Profile (Middle 50%)               | 2.7-3.4     | 3.3-3.8     | 3.4-3.8     | 3.5-3.8     |

| GOAL TWO TARGETS                             | 2012       | 2022       | 2025       | 2035       |
|--|------------|------------|------------|------------|
| Total Faculty/Staff                          | 344/228    | 600/320    | 630/330    | 700/350    |
| Pierce Faculty (S/F Ratio)                   | 93 (11/1)  | 260 (10/1) | 280 (10/1) | 300 (10/1) |
| Pierce FT Advanced Degree: PK-6/7-12         | NA/46%     | 66%/78%    | 67%/79%    | 70%/80%    |
| Deree & Alba Faculty (Student/Faculty Ratio) | 251 (16/1) | 340 (13/1) | 350 (13/1) | 400 (13/1) |
| Deree & Alba FT PhD: Professor/Lecturer      | 71%        | 92%/47%    | 93%/48%    | 95%/50%    |
| UG Classes F-T Faculty (Fall)                | 80%        | 79%        | 80%        | 80%        |
| Faculty Scholarship                          | 395        | 830        | 900        | 1,000      |
| ACG Survey Response/Pride                    | 56%/97%    | 62%/95%    | 65%/95%    | 70%/95%    |

| GOAL THREE TARGETS                          | 2012    | 2022        | 2025        | 2035        |
|---|---------|-------------|-------------|-------------|
| Total Students Served (Annual)              | NA      | 17,000      | 20,000      | 30,000      |
| Deree Sports Academies/ACG Fitness (Annual) | NA      | 2,200       | 3,000       | 3,500       |
| Professional/Executive Education (Annual)   | 353     | 4,800       | 6,000       | 8,000       |
| Heritage Greece (Cumulative)                | 60      | 491         | 750         | 1,750       |
| Start-Up Launches (Cumulative)              | NA      | 27          | 35          | 70          |
| Alumni/Total Donors (Annual)                | 37/138  | 1,000/1,200 | 1,100/1,300 | 2,000/2,500 |
| Total Fundraising (Ten-Year)                | \$11.2M | \$34M       | \$40M       | \$200M      |
| Cost/\$ Raised (Ten-Year)                   | NA      | \$0.19      | \$0.19      | \$0.10      |

| GOAL FOUR TARGETS                     | 2012     | 2022     | 2025     | 2035     |
|---------------------------------------|----------|----------|----------|----------|
| Students Aided %: Pierce/Deree/Alba   | 14/22/57 | 32/62/72 | 35/65/70 | 35/65/70 |
| Tuition Discount %: Pierce/Deree/Alba | 16/8/NA  | 10/21/23 | 10/20/20 | 10/20/20 |
| Funded Depreciation                   | 32%      | 75%      | 90%      | 100%     |
| Space (Sq. Ft.): PK-6/7-12            | 207,000  | 383,000  | 383,000  | 400,000  |
| Space (Sq. Ft.): Deree & Alba         | 387,000  | 467,000  | 500,000  | 600,000  |
| STARS Rating                          | NA       | Gold     | Gold     | Gold     |
| Endowment & Reserves Fund Balance     | \$198M   | \$259M   | \$250M   | \$500M   |
| Total External Debt                   | \$0      | \$18M    | \$25.3M  | \$50M    |